

DD/A 76-4823

27 September 1976

MEMORANDUM FOR: Deputy for Plans and Control, OP  
Chief, Planning Staff, ODP  
Chief, Plans and Resources Staff, OTR  
Equal Employment Opportunity Officer, O/DDA

STATINTL FROM: [REDACTED]  
Chief, Management & Assessment Staff, DDA

SUBJECT : DDA Status Report on DDCI Action Items

REFERENCE : Multiple Addressee Memo from DDCI dated  
10 August 1976, Subject: Additional Action  
Items Arising Out of the 1978 Program Review  
(ER 76-3131 - DDA 76-4903)

1. The Office of the Comptroller advises that the DDCI has requested a report on the status as of the 1st of each month of the several taskings in referent memorandum. The report from DDA to the Office of the Comptroller need cover only those items where the DDA has primary action responsibility. These are:

<u>Reference</u>	<u>Primary Action Office</u>
para 3. Plan for enhancement of professionalism through training. (Action date: 1 November 1976)	OTR and OP
para 4. Quarterly Directorate EEO Report (Action date: First report 31 December 1976)	EEO/DDA
para 5. More precise definition of individual substantive assignments. (Action date: 4 Jan. 1977)	OP
para 8. ADP billing system (Action date: February 1977)	ODP
para 9. SAFE Status Reporting (Joint DDA/DDI) (Action date: 1st report 31 Dec. 1976)	ODP

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para 10. Space in the Washington  
Area (Action date: unspecified)

O/DDA

2. Attached for your information is a copy of the Memorandum for the Record of the verbal report made for the initial report.

3. Please make your report to NSAS by telephone, if preferred, by cob of the second working day of the month. Your report will be incorporated in the DDA report, a copy of which will be sent you.

4. Please advise if you have any questions.



STATINTL

Attachment  
a/s

CC: Office of the Comptroller  
Acting, DDA

Subject

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13 September 1976

MEMORANDUM FOR THE RECORD

SUBJECT: Status Report of DDA Action on  
"Additional Action Items Arising Out of the  
1978 Program Review"

REFERENCE: Memo from Mr. E. H. Knoche, dtd 10 August 1976,  
Subject: Additional Action Items Arising Out  
of the 1978 Program Review

STATINTL

1. Mr. [REDACTED], Assistant Comptroller, in telephone conversation informed me that he has been tasked by Mr. Knoche with preparing a monthly report on the action status of each task assigned by referent. He will require a report from this Directorate each month.

2. It was agreed that we will be responsible for reporting only on those taskings where DDA has the primary action. Reporting on other tasks where DDA has a supporting role will again be the responsibility of the offices having primary responsibility and not DDA.

3. Below is a synopsis of the telephone report/comment on each task where DDA is the action officer.

a. Plan for enhancement of professionalism through training: A meeting was held at Chamber of Commerce Building on 8 September 1976 attended by representatives of OP, OTR, and MAS/DDA. OP and OTR will prepare a joint paper that will be submitted to DDA for his review by 13 October.

b. Quarterly Directorate EEO Report: Mr. Blake and Mr. Ware spoke at an assembly of DDA personnel that was held in the auditorium 9 September on the subject of EEO and the Directorate's EEO program. At this time, Mr. Blake announced the Directorate EEO officer who will assume his new position on 14 September 1976. Among these duties will be responsibility for preparation of the Quarterly Directorate EEO Report.

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c. More precise definition of individual substantive assignments: [REDACTED], Office of the Comptroller, met with representatives of OP and MAS/DDA on 9 September. [REDACTED] stated that the first step under this task is a "point in time" inventory of what our people are actually doing -- what are the geographic targets, what are the functional assignments. (She indicated that the results of this inventory may or may not lead to "revision of the Occupational Coding System".) She limned the area of her particular interest as personnel "on the front line", e.g., intelligence officers, operations officers. During this meeting it was agreed that [REDACTED] would review the present occupational codes of the Agency for identification of positions appearing to have substantive aspects on which additional information is needed. The remaining codes would be either eliminated in further consideration on this study or accepted as adequate. Subsequent steps under this tasking will include discussions with each Directorate and, ultimately, the collection of the required data for [REDACTED] use.

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d. ADP billing system: [REDACTED] indicated he has had discussions with Mr. May on this tasking. ODP now has a "customer costing" system which is being reviewed for possible modification to use in this tasking.

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e. SAFE Status Reporting: I informed [REDACTED] that Mr. May, the action officer in DDA, has had preliminary discussions with Mr. [REDACTED] of CRS. I mentioned to Mr. [REDACTED] that this tasking was among the recommended objectives forwarded by DD/A to Comptroller on 7 September.

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f. Space in Washington area: [REDACTED] stated that he will refer to Mr. Blake's report to EAG as the action status on this tasking.

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cc: Assistant Comptroller  
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Executive Registry

76-3181

DD/A Registry

76-4003

10 AUG 1976

MEMORANDUM FOR: Executive Secretary  
Deputy Director for Administration  
Deputy Director for Intelligence  
Deputy Director for Operations  
Deputy Director for Science & Technology  
Comptroller

SUBJECT: Additional Action Items Arising Out of the  
1978 Program Review

1. During our review of the 1978 Program several topics were identified which require further attention. Certain of these will be pursued within the Executive Advisory Group, others are more appropriately pursued by you directly. The topics follow.

2. I am concerned that our program plans do not show more evidence of planning for the longer term. I am asking the Comptroller to consider ways to involve EAG members in the development of the 1979 Program before the issuance of the Program Call in January, and to brief me on his proposals.

3. While external training was not explicitly highlighted in our Program Review, I was reminded during the review that we must pay continuing attention to ensuring that our professional people are given every reasonable opportunity to keep their knowledge current with the most recent developments in their professions. This is as important for managers and analysts as it is for scientists and engineers. Rather than developing a parallel or competing system for accomplishing this task, I want the Personnel Development Program machinery to accommodate this vital dimension of personnel development. The Personnel Development Program is designed to ensure that essential planning is undertaken to meet our senior management needs with managers who are well-trained and qualified for their current and future assignments. It is equally if not more important that this process be undertaken early in each employee's career in order to enhance the professionalism of our staff through orderly career development and expanded use of training opportunities. I am asking Mr. Blake to consider the best approach to this problem and report back to me by 1 November 1976, as to how we should proceed.

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CIA  
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4. I note we have some of the mechanisms necessary to comply with legal requirements governing equal opportunity and affirmative action, but our performance still leaves much room for improvement. The Director of the Office of Equal Employment Opportunity has recently compiled and forwarded to the Civil Service Commission the CIA EEO Plan which reviews the progress made, identifies and further refines problem areas and presents Agency and Directorate plans for solutions. In addition to the reporting required in the EEO Plan and by the Director, notwithstanding, I want each Directorate to report to me on a quarterly basis during Fiscal Year 1977. Your report shall include the status of your EEO Program including particularly, your progress in the following:

- the hiring of minority citizens;
- the development of female professional employees and managers;
- the status of Directorate upward-mobility programs;
- the full utilization of skills and talents; and
- an assessment of managerial performance in "Human Resource Management."

Your evaluation should cover your progress for the preceding quarter, an explanation for your failures and a presentation of future plans.

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5. You are requested to lend your cooperation and assistance to the Deputy Director of Administration for the purpose of considering a revision of the Occupational Coding System so that occupational codes will reflect more precisely the kinds of work actually expected from each position. This dovetails with a need to have a much more precise knowledge or inventory of our present position allocations related to these more precise definitions of the individual substantive assignments. By 4 January 1977, I would like to have from the DDA an assessment of the problem, a statement of the plans for solving it, and a target date for its completion.

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6. The Comptroller, with support from the DDO and DDA as required, will explore with OMB the possibility of reducing

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7. I have asked [REDACTED] in conjunction with the Comptroller and Deputy Director for Administration, to examine the several Agency mechanisms which cope with releases of information to the public to seek opportunities for reducing costs and improving security control, as well as ensuring internal consistency.

8. In order to establish a positive control mechanism the DDA, in conjunction with the Comptroller, will develop and install a billing system for ADP credits, using monthly Comptroller meetings to monitor and control the use of all centrally-managed ODP resources. Once this system is in hand and benefiting from the experience derived, I will want to take the next step and consider the merits of devising a consolidated system encompassing all ADP resources. I expect that work on such a system will be far enough advanced so that the status of our use of ODP computer resources can be considered in the February 1977 Comptroller's meeting.

9. Because of the essential nature of the SAFE project, it is essential that progress in implementing this important effort must be carefully monitored. The Deputy Directors for Intelligence and Administration are requested to maintain lively awareness of the status of this project and to submit a joint report to me quarterly, through the Comptroller, beginning with the three-month period ending 31 December 1976. The first report should include a detailed financial plan, including specific data on expenditures through Fiscal Year 1978. We must be prepared to defend our efforts to Congress during hearings on our 1978 budget, including particularly the increased funding level for 1978, and I will look to the Deputy Directors for Intelligence and Administration for substantive support in this regard. Congress placed a [REDACTED] limitation on this project; our overall project plans must be developed accordingly. Cost overruns or total costs in excess of the [REDACTED] are not likely to be viewed sympathetically. Therefore, it is essential that early warning of potential problems be brought to my attention.

10. Provision of adequate space relates directly to the efficiency, morale and incentives of our personnel. The Deputy Director for Administration will, within existing resources, begin preliminary planning for a new building to be constructed on the Headquarters compound. We want to be in a position to present a defensible plan in the 1979 Program. With or without a new building, our current use of space needs examination.

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25X1A 11. The Deputy Director for Intelligence, in conjunction with the Comptroller, will undertake a study of possible ways to reduce or eliminate [REDACTED] dependence on politically precarious foreign installations and develop a long term plan for the continued fulfillment of its mission, assuming that overseas [REDACTED] may no longer be practical in future years. This study will be completed by 31 January 1977, so that any action proposals affecting the 1979 Program can be incorporated into the July 1977 Program Review.

25X1A LOGS INTEREST 12. The Deputy Director for Science and Technology and the Comptroller will continue to monitor the Agency's involvement in [REDACTED] to ensure that when Phase 1 is concluded at the end of Fiscal Year 1978, we have no further formal relationship to the program. This was the subject of a separate memorandum from the Comptroller to the DDS&T.

25X1C LOGS INTEREST 13. The Deputy Director for Science and Technology will begin immediately to make arrangements with [REDACTED] the transfer will be completed by 1 October 1977, the beginning of Fiscal Year 1978. I will need an interim report of progress in November.

25X1A LOGS INTEREST 14. The Deputy Director for Operations will examine the size and mix of our [REDACTED] to ensure that it reflects future needs realistically. A report of the study findings, together with recommendations for revised lists of items to be stockpiled, will be submitted before any funds are obligated for these purposes during Fiscal Year 1977.

[REDACTED]  
L. H. KROCH  
Deputy Director of Central Intelligence



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## ROUTING AND RECORD SHEET

SUBJECT: (Optional)

State of the Directorate Address

DD/A Registry

76-4622

FROM:		EXTENSION	NO.
25X1A	D/CO 2B07 [REDACTED]		DATE 14 September 1976
TO: (Officer designation, room number, and building)	DATE		OFFICER'S INITIALS
	RECEIVED	FORWARDED	
1. EO/DDA 7D18 Hqs.			<p>Bob:</p> <p>Attached are the scripts you requested for Mr. Blake's presentation; also, vu-graphs</p> <p>[REDACTED]</p> <p>Hope these meet your requirements.</p> <p><i>Bill</i> Bill</p>
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